

Montgomery County Police Department Performance Plan

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August 12, 2008

CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- Welcome and Introductions
- Impact of MCPD on Montgomery County
- MCPD At-A-Glance
- Hiring Freeze
- Organizational Chart
- Headline Measures
- High-Level Indicators
- Wrap-up and Follow-up Items



Contribution to Montgomery Results

- **A Responsive and Accountable County Government**
- Affordable Housing in an Inclusive Community
- **An Effective and Efficient Transportation Network**
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- **Safe Streets and Secure Neighborhoods**
- A Strong and Vibrant Economy
- Vital Living for all of Our Residents



Montgomery County Police Department At-A-Glance

| What MCPD Does and for Whom | How Much (FY08) |
|--|--|
| <ul style="list-style-type: none"> ▪ Respond to 911 calls ▪ Investigate reported crime ▪ Traffic enforcement/management | <ul style="list-style-type: none"> ▪ \$165,301,195 (75% of budget) ▪ 1427 WYs (75% of total WYs) |
| <ul style="list-style-type: none"> ▪ Conduct preventive patrol and crime prevention in partnership with various communities to identify and resolve issues. | <ul style="list-style-type: none"> ▪ \$54,114,355 (25% of budget) ▪ 350 WYs |
| <ul style="list-style-type: none"> ▪ Gross Operating Budget (FY 08): ▪ Gross Approved Budget (FY 09): | <ul style="list-style-type: none"> ▪ \$219,415,549 ▪ \$240,313,050 |

Sworn Officer Staffing

- National Average: 2.4 sworn officers per 1,000.
- PG County: 1.7 sworn officers per 1,000.
- Fairfax County: 1.4 sworn officers per 1,000.
- Montgomery County: 1.2 sworn officers per 1,000.

FY 09 Total Work Years

1,817.1



Hiring Freeze

MCPD Frozen Positions as of 8/7/08

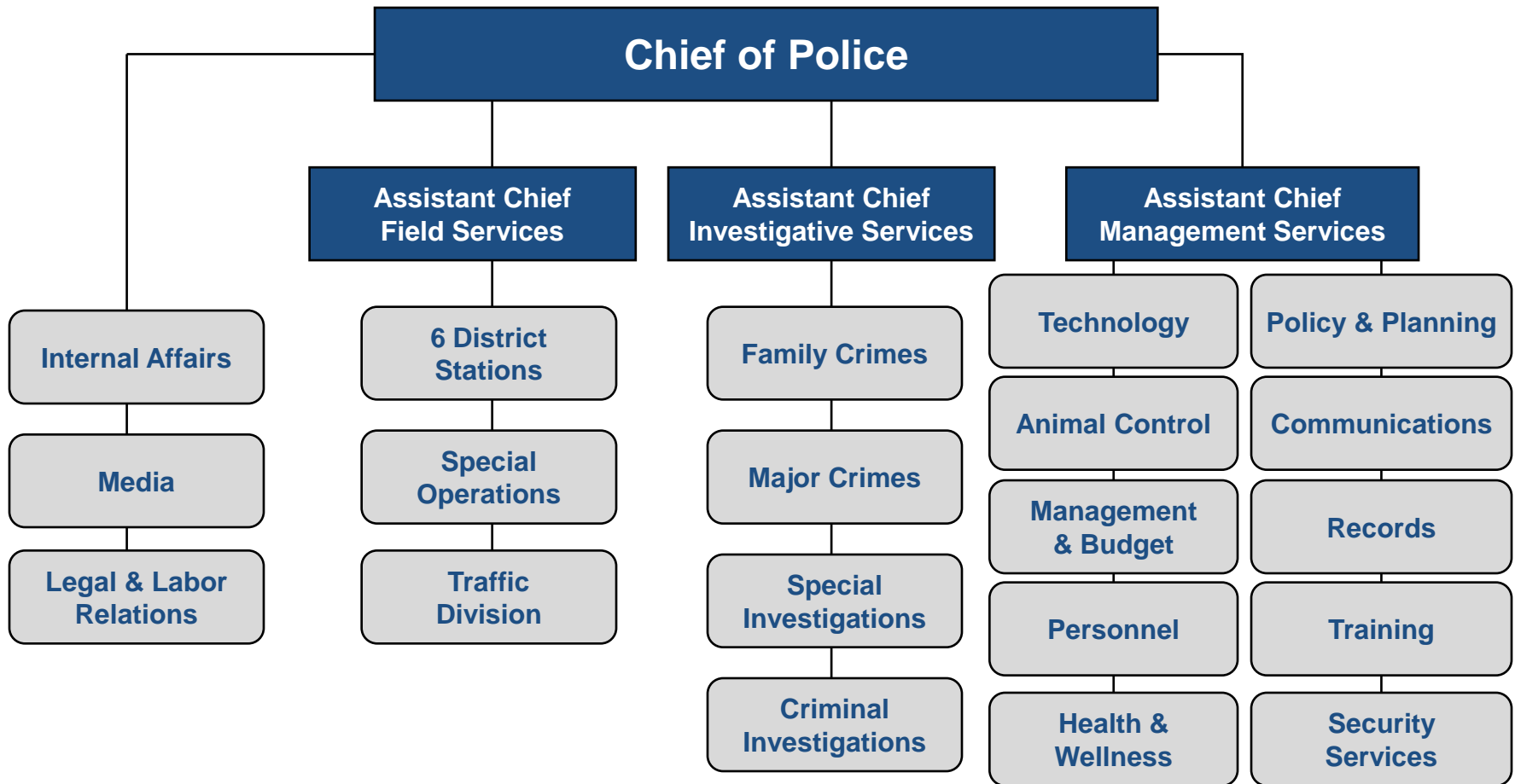
- False Alarm Reduction Section- Program Specialist II
- Evidence Section- Program Specialist III
- Information Support and Analysis Division (ISAD)- OSC
- ISAD OSC- Records Management Section
- Training and Education Division- OSC
- Media- OSC
- Special Operations Division- OSC
- Traffic Division- PAA
- Central Property-Supply Technician

Hiring Freeze Effects

- Reduced the ability to manage revenue collections
- Reduced support capacity resulting in an adverse impact on professional and managerial staff
- Required the use of overtime to fill certain support positions to maintain 24/7 operation
- Delayed key administrative tasks due to increased workload



MCPD Organizational Chart



Headline Measures

- 1) 911 Call Response
- 2) Crime Investigation and Closure
- 3) Traffic Enforcement and Management
- 4) Crime Prevention (under construction)
- 5) Gang Prevention (under construction)



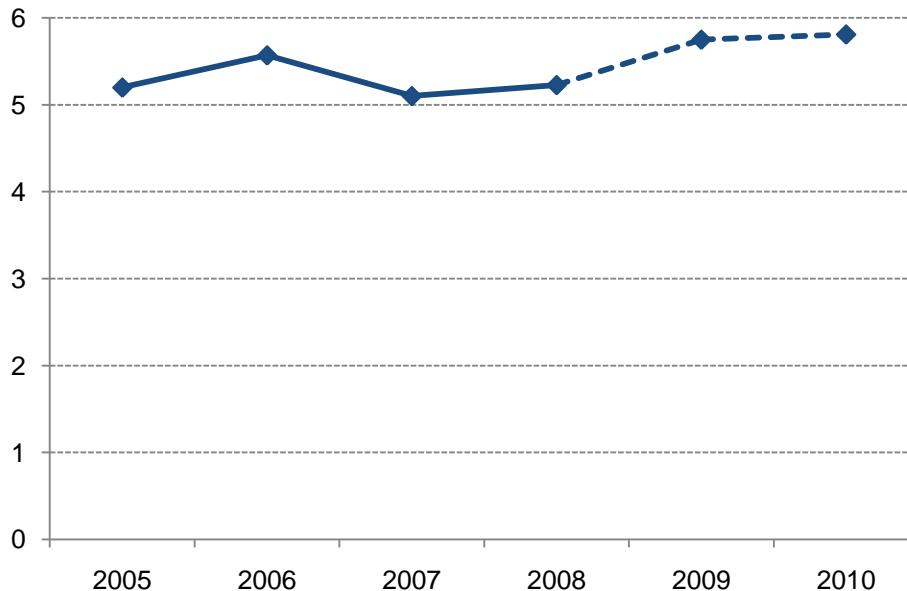
Comparison of Headline Measures to Police Functions

| | Measure # | | | | |
|--|-----------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| Respond to 911 Calls | ✓ | | | | |
| Investigate Reported Crime | | ✓ | | | |
| Traffic Enforcement and Management | | | ✓ | | |
| Conduct Preventive patrol and crime prevention in partnership with various communities to identify and resolve issues | | | | ✓ | ✓ |



Headline Measure 1 - 911 Call Response Time

Average 911 Call Response Time



Emergency Call Response Time
By District

| District | Aug '04 - Jul '05 | Aug '05 - Jul '06 | Aug '06 - Jul '07 | Aug '07 - Jul '08 |
|----------|----------------------|----------------------|----------------------|----------------------|
| 1 | 6.52 | 6.93 | 6.70 | 6.77 |
| 2 | 5.36 | 5.13 | 4.67 | 5.23 |
| 3 | 3.69 | 4.67 | 4.42 | 4.43 |
| 4 | 4.92 | 4.83 | 4.39 | 4.52 |
| 5 | 5.62 | 6.65 | 5.68 | 5.79 |
| 6 | 5.09 | 5.21 | 4.75 | 4.63 |

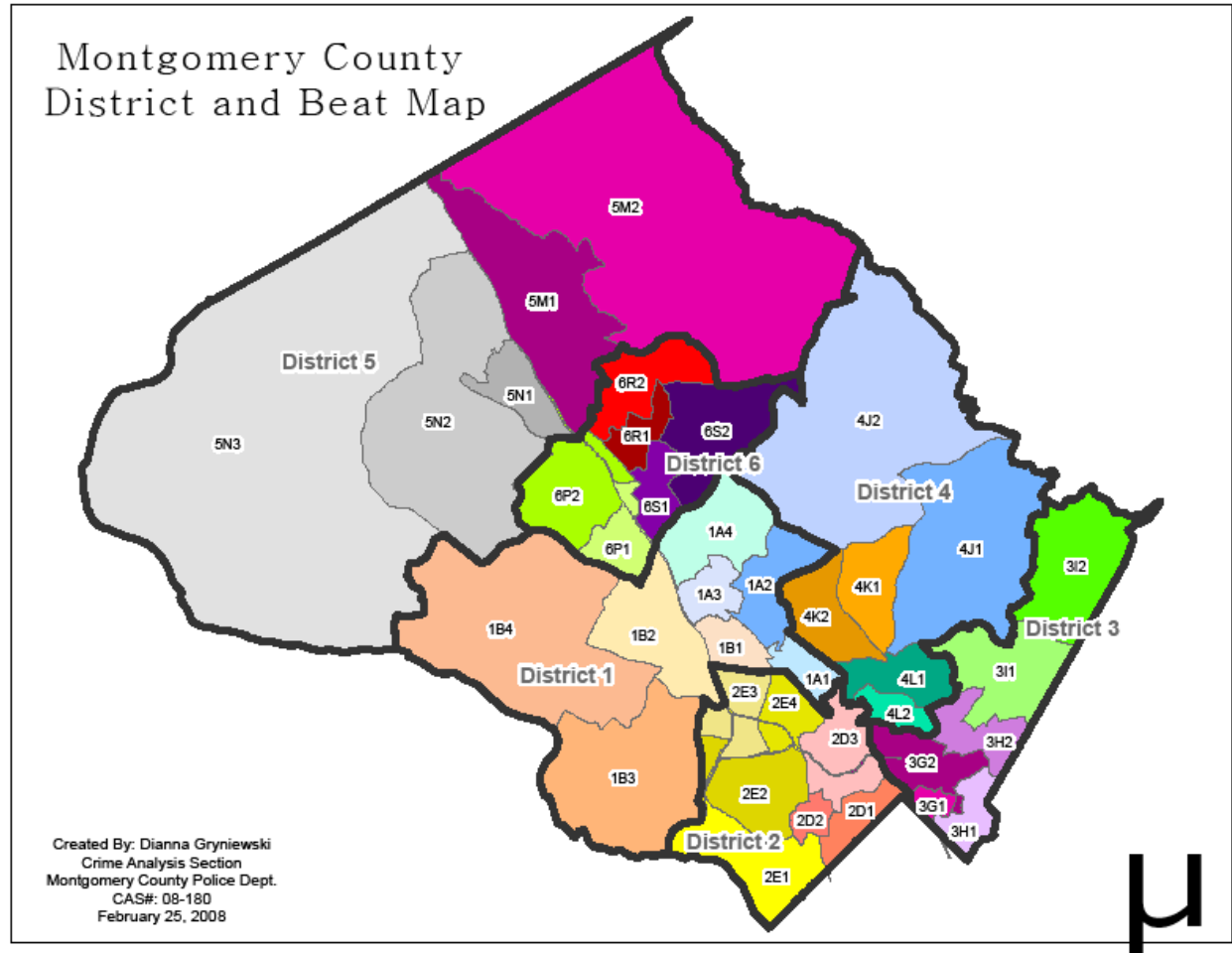
- District 3, 4, and 6 are geo-based deployment which was first implemented in 2004.
- Geo-based deployment requires more officers.
- Geo-based deployments aim to increase density of police officers and reduce response times.

The national average for emergency response is within 7 minutes



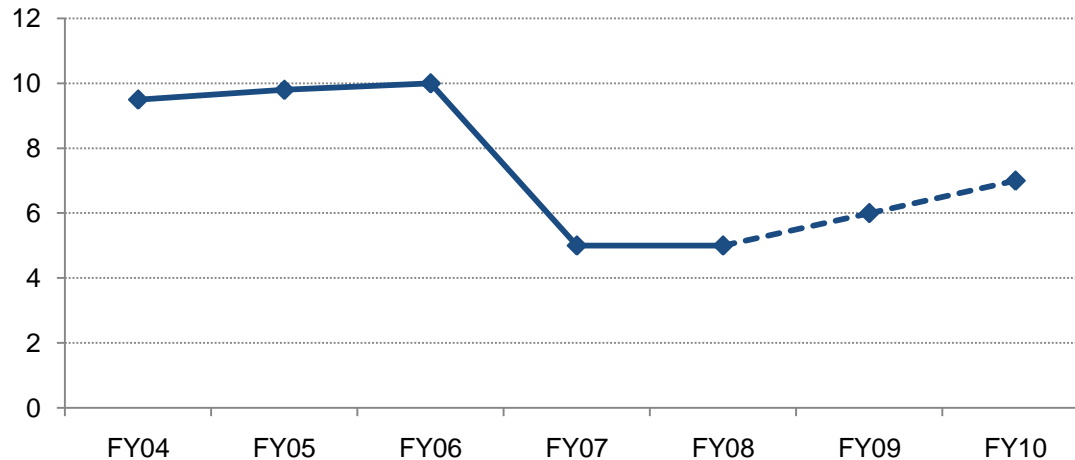
Montgomery County Police Districts

- Montgomery County Police has six police districts which operate with a degree of autonomy particularly in the management and enforcement of traffic in the County
- Districts 3, 4, and 6 use a geo-based deployment which was first implemented in 2004.



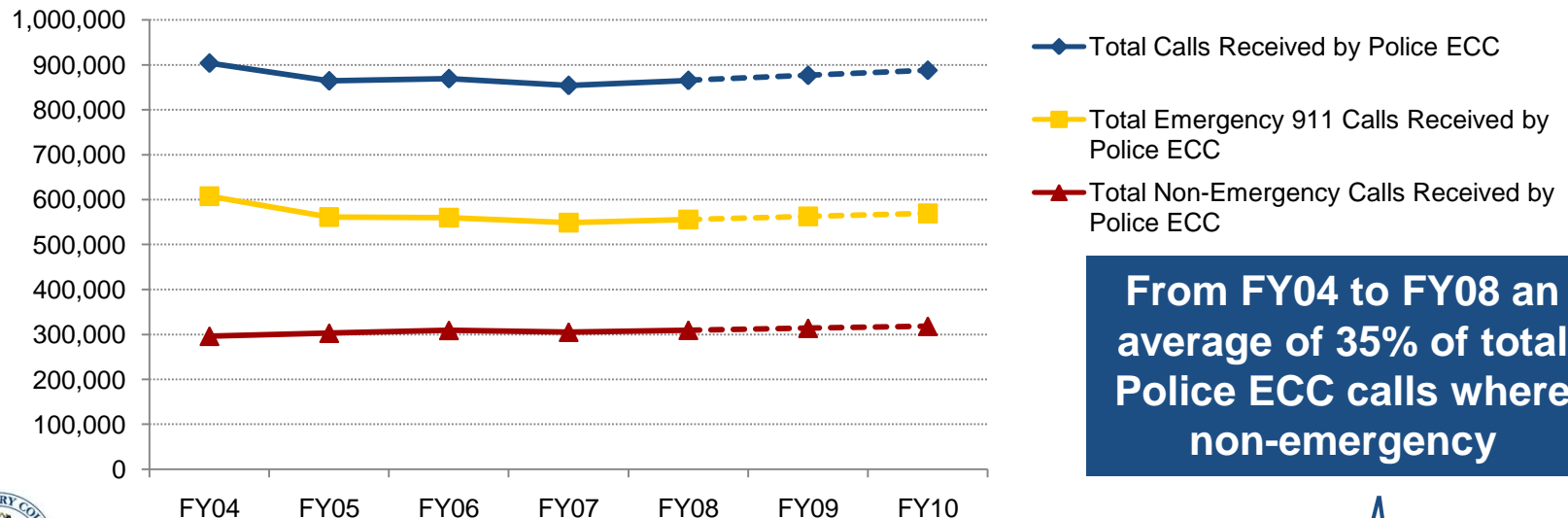
Headline Measure 1: Supporting Measures

Average Time to Answer 911 Call (seconds)



The Drop in 911 Call Answer time in FY07 is related to increased staffing and the use of two dedicated 911 emergency call takers

ECC Call Volume



From FY04 to FY08 an average of 35% of total Police ECC calls were non-emergency



Headline Measure 1: Current Status of Data

ECC Call Process and Dispatch Times

| | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|------------------------------------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Average time to answer 9-1-1 calls | 2007 | 00:06 | 00:04 | 00:04 | 00:05 | 00:05 | 00:06 | 00:05 | 00:06 | 00:05 | 00:04 | 00:04 | 00:05 |
| | 2008 | 00:04 | 00:05 | 00:05 | 00:05 | 00:05 | 00:05 | 00:04 | | | | | |

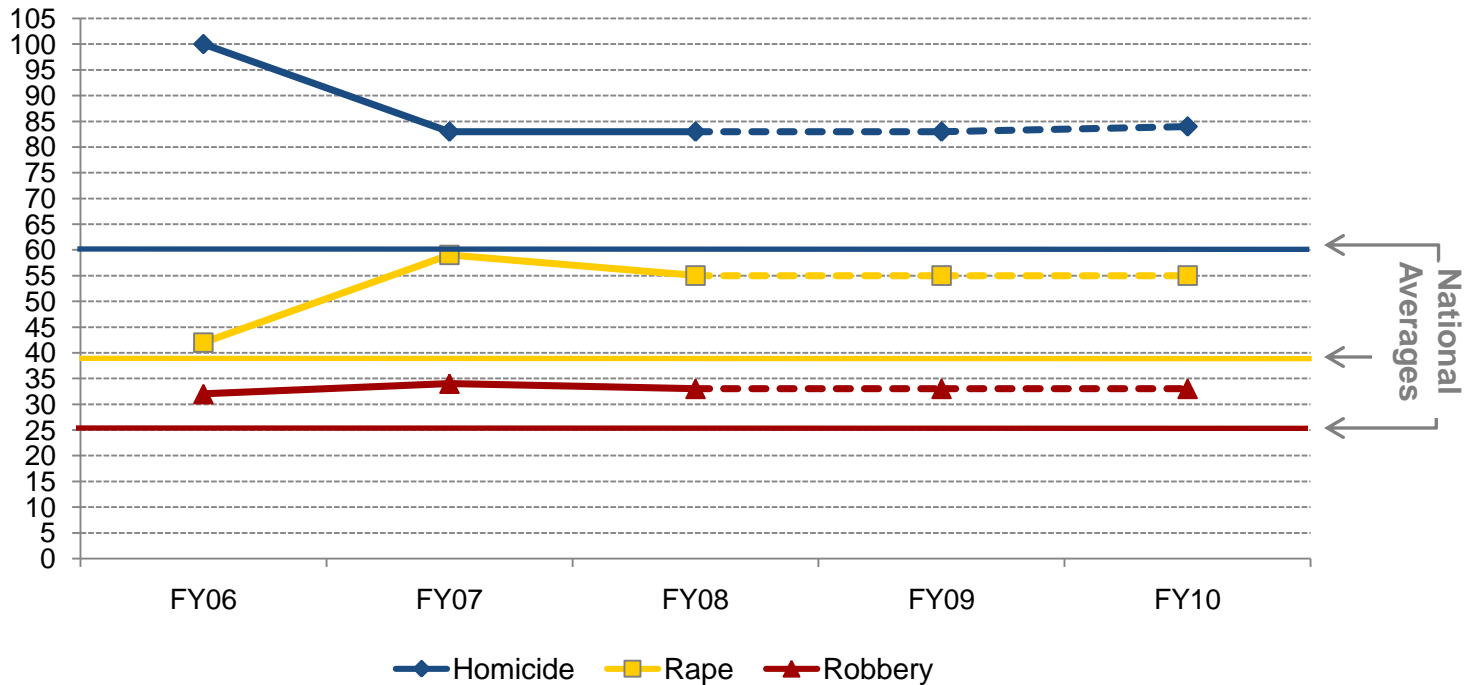
| | | | | | | | | | | | | | |
|--|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Average time to process call and create Priority CAD event | 2007 | 01:53 | 01:56 | 01:56 | 01:57 | 01:56 | 01:55 | 01:54 | 01:58 | 01:52 | 01:55 | 01:50 | 01:54 |
| | 2008 | 01:51 | 01:54 | 01:48 | 01:55 | 01:49 | 01:47 | 01:50 | | | | | |

| | | | | | | | | | | | | | |
|---|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Average time to dispatch Priority CAD event | 2007 | 00:57 | 00:57 | 00:56 | 00:56 | 00:52 | 00:55 | 00:53 | 00:55 | 00:52 | 00:51 | 00:52 | 00:54 |
| | 2008 | 00:49 | 00:49 | 00:48 | 00:52 | 00:48 | 00:49 | 00:47 | | | | | |

| | | | | | | | | | | | | | |
|---|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Average time Priority Event in ECC (Cumulative Total) | 2007 | 02:56 | 02:57 | 02:56 | 02:58 | 02:53 | 02:56 | 02:52 | 02:59 | 02:49 | 02:50 | 02:46 | 02:53 |
| | 2008 | 02:44 | 02:48 | 02:41 | 02:52 | 02:42 | 02:41 | 02:41 | | | | | |



Headline Measure 2 - Crime Investigation and Closure



The best measure MCP can use for case closure rate is to compare our rate to the national average. In many instances, MCP maintains a closure rate higher than the national average and strives to stay above that rate.



Headline Measure 2: Current Status of Data

2007 Case Closure Data (1st Quarter)

| | Offenses | Closed by Arrest | Closed by Exception | Total Closures | % MCPD Cases Closed | 2006 % Natl. Avg. Closed |
|----------|----------|------------------|---------------------|----------------|---------------------|--------------------------|
| Homicide | 2 | 2 | 0 | 2 | 100.0% | 60.7% |
| Rape | 19 | 10 | 0 | 10 | 52.6% | 40.9% |
| Robbery | 238 | 92 | 0 | 92 | 38.6% | 25.2% |

2008 Case Closure Data (1st Quarter)

| | Offenses | Closed by Arrest | Closed by Exception | Total Closures | % MCPD Cases Closed | 2006 % Natl. Avg. Closed |
|----------|----------|------------------|---------------------|----------------|---------------------|--------------------------|
| Homicide | 6 | 5 | 0 | 5 | 83.3% | 60.7% |
| Rape | 33 | 10 | 8 | 18 | 54.5% | 40.9% |
| Robbery | 250 | 64 | 25 | 89 | 35.6% | 25.2% |

Current MCPD crime investigation and closure measures focus on Part I Crimes and does not include Part II crimes



Headline Measure 2: Regional Data Comparison

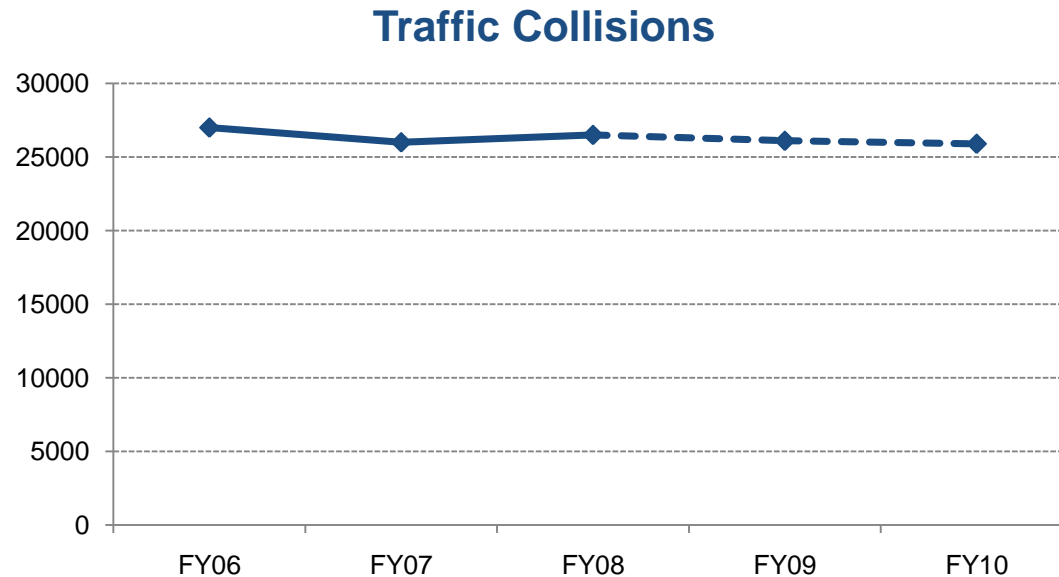
2007 Case Closure Regional Comparison

| | Montgomery County PD | | | Prince Georges County PD | | | Howard County PD | | | Fairfax County PD | | |
|----------|----------------------|--------|-------|--------------------------|--------|-------|------------------|--------|-------|-------------------|--------|--------|
| | Offenses | Closed | % | Offenses | Closed | % | Offenses | Closed | % | Offenses | Closed | % |
| Homicide | 19 | 16 | 84.2% | 123 | 54 | 43.9% | 5 | 3 | 60.0% | 13 | 15 | 115.4% |
| Rape | 129 | 71 | 55.0% | 226 | 73 | 32.3% | 36 | 16 | 44.4% | 95 | 57 | 60.0% |
| Robbery | 1,096 | 362 | 33.0% | 3,092 | 364 | 11.8% | 244 | 114 | 46.7% | 597 | 226 | 37.9% |

As well as comparing PART I case closure rates to national averages, MCPD can compare rates with surrounding jurisdictions to create a benchmark for performance.



Headline Measure 3 - Traffic Enforcement and Management



Traffic collisions are defined as incidents of single vehicle, multi-vehicle, or vehicle and pedestrian collisions.



Headline Measure 3: Supporting Measure

▪ Automated Speed Enforcement Measure

- Aim of supporting measure is to document the safety impact of automated speed enforcement
- Measure should capture average rates of speed
- Measure should capture increases or decreases in traffic collisions in automated speed enforcement areas
- Measure should include comparative analysis of average rates of speed prior to installation of automated systems with current average rates of speed
- Measure should document increases or decreases in collisions in monitored areas

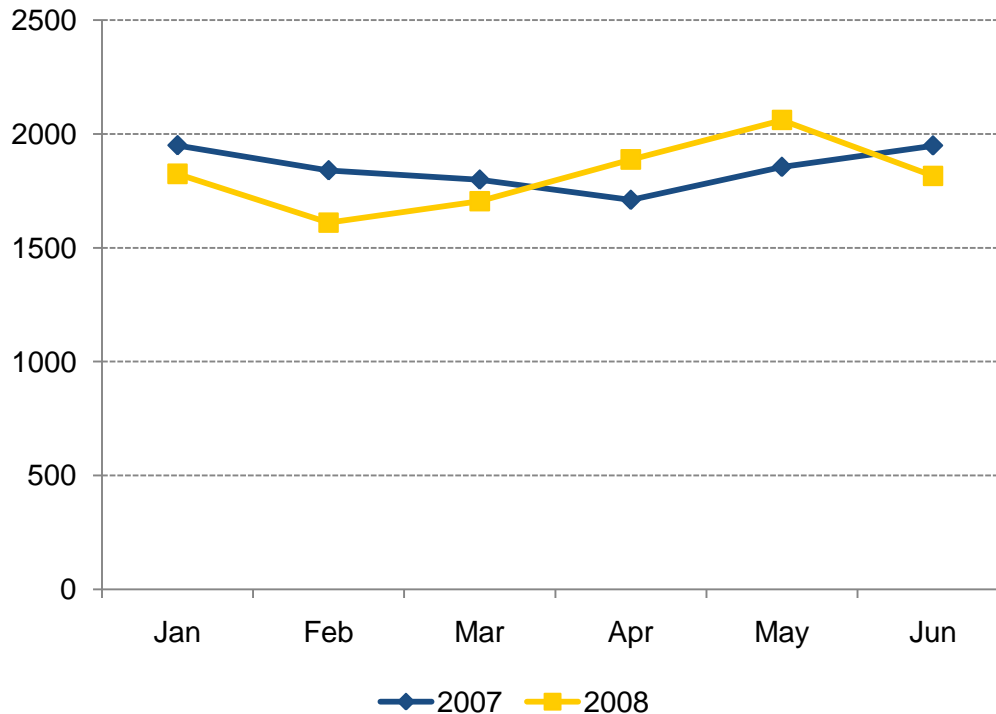
Insurance Institute for Highway Safety and the Automobile Association January 2008 Evaluation

- The proportion of vehicles going more than 10 mph faster than posted limits fell by 70% on roads where cameras were operational.
- Speeds fell by 39% on roads with signs warning of enforcement but where cameras weren't yet in place.



Headline Measure 3: Current Status of Data

Comparison of 2007 to 2008 Collision Data (Jan.- June)



| Month | % Change |
|----------|----------|
| January | -6.4% |
| February | -12.4% |
| March | -5.2% |
| April | 10.4% |
| May | 11.1% |
| June | -6.8% |

Current collision data uses aggregate figures and does not normalize by number of vehicles or miles traveled.

| | 2006 | 2007 | 2008 |
|---------------|---------------|---------------|---------------|
| January | 1596 | 1950 | 1825 |
| February | 1573 | 1840 | 1611 |
| March | 1673 | 1799 | 1705 |
| April | 1824 | 1710 | 1888 |
| May | 1989 | 1855 | 2061 |
| June | 1966 | 1949 | 1816 |
| Total: | 10,621 | 11,103 | 10,906 |



Headline Measure 4: Crime Prevention (under construction)

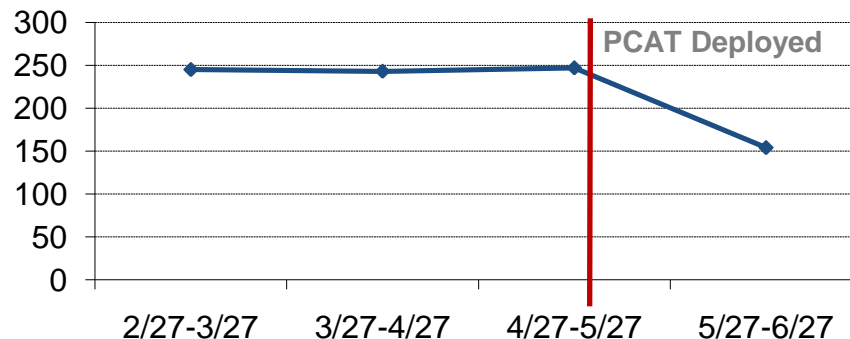
Police Community Action Team (PCAT)

- PCAT is a proactive, directed patrol team that works with the community and community leaders to resolve issues together. PCAT can be deployed to an area based on a high demand of calls for services, a rise in a particular crime or general community concerns of quality of life issues.
- Based on the needs, the team can be deployed for one to six month or however long corrective action may take. The team is an effective crime prevention tool by having high visibility in the area and serves as a deterrent to crime.

PCAT Case Study

- The 3rd District requested PCAT due to the increase in crime in the G1 beat. This beat is in the center of the Silver Spring central business area.
- Below are the numbers of reported crimes in the G1 beat. PCAT was deployed on May 27, 2008 and the crime was reduced by 32% in a 4 week period.

G1 Beat Reported Crime

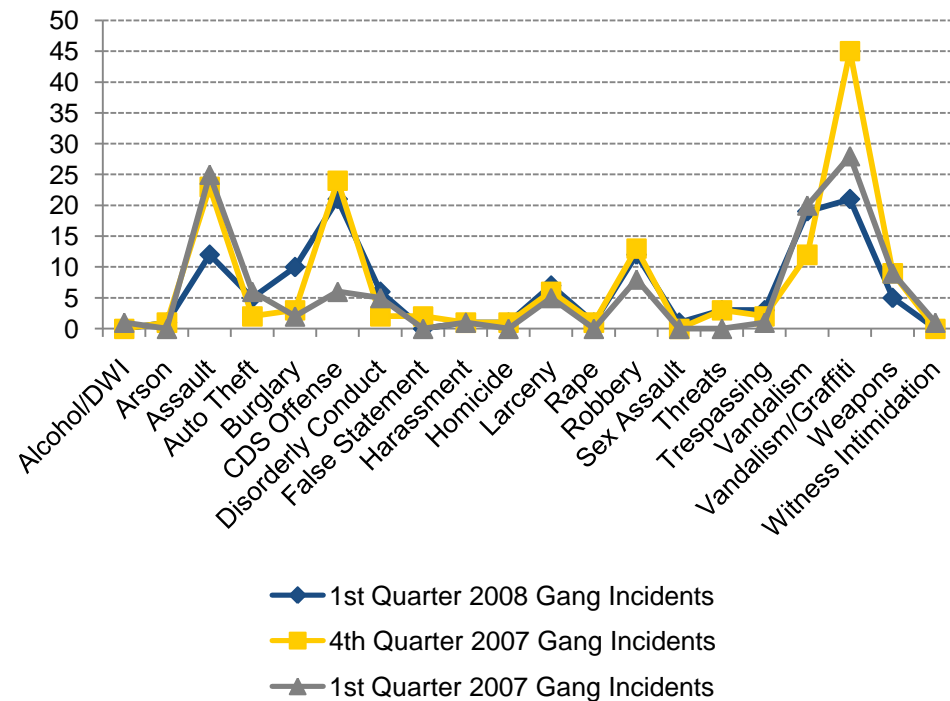


PCAT statistics throughout the County will demonstrate overall crime prevention performance



Headline Measure 5 – Gang Prevention (under construction)

- MCPD tracks the number of known gangs and their members which have doubled in the past three years.
- Gang crime and gang activity is tracked through reported crime and graffiti vandalism and we have seen an increase in gang activity that is consistent throughout the country.
- The Positive Youth Development Initiative is currently developing performance measures to gauge the effectiveness of certain aspects of gang prevention



Current gang crime analysis focuses on output data



High-Level Indicators of County Performance

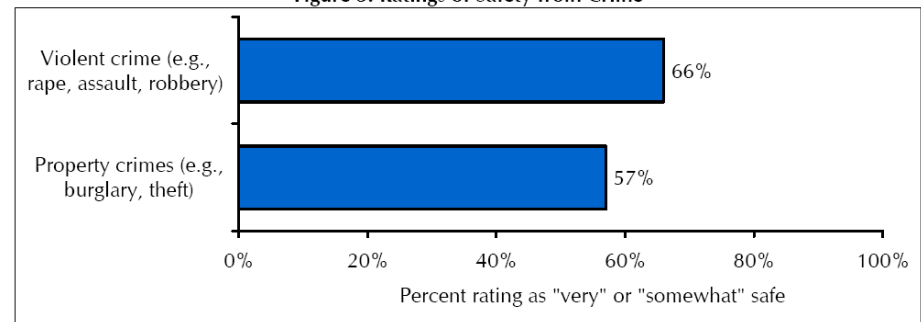
- Public perception of County safety is an important indication of Government Performance
- Crime Rates, high-profile cases, and the communication of crime data to the public all contribute to the overall sense of safety and security residents experience in Montgomery County

2007 Resident Survey Results

Table 4: Safety from Crime in Montgomery County

| Please rate how safe or unsafe you feel from the following in Montgomery County: | Very safe | Somewhat safe | Neither safe nor unsafe | Somewhat unsafe | Very unsafe | Total |
|--|-----------|---------------|-------------------------|-----------------|-------------|-------|
| Violent crime (e.g., rape, assault, robbery) | 17% | 49% | 16% | 15% | 3% | 100% |
| Property crimes (e.g., burglary, theft) | 12% | 45% | 18% | 19% | 6% | 100% |

Figure 3: Ratings of Safety from Crime



MCPD will be response for reporting on high level indicators of County performance such as crime rate but this will not be a headline measure



High-Level Indicators of County Performance: Crime Index

| | Crime Index by 100,000 persons | | | | |
|---------------------------|--------------------------------|------------------|-------------------|------------------|-------------------|
| | Montgomery County | National Average | Montgomery County | National Average | Montgomery County |
| | 2005 | | 2006 | | 2007 |
| | | | | | |
| MURDER | 2.00 | 5.60 | 1.67 | 5.70 | 1.95 |
| RAPE | 15.82 | 31.80 | 14.69 | 30.90 | 13.27 |
| ROBBERY | 109.18 | 140.80 | 121.46 | 149.40 | 112.76 |
| AGGRAVATED ASSAULT | 92.30 | 290.80 | 86.77 | 287.50 | 83.85 |
| BURGLARY | 376.58 | 726.90 | 396.25 | 729.40 | 365.33 |
| LARCENY | 1,673.95 | 2,287.80 | 1,756.25 | 2,206.80 | 1,804.12 |
| VEHICLE THEFT | 262.24 | 416.80 | 259.69 | 398.40 | 255.45 |
| TOTAL PART I CRIME | 2,532.07 | 3900.58 | 2,636.77 | 3808.07 | 2,636.73 |



Wrap-Up and Follow-Up Items

Follow-Up Meeting

Performance Plan Updating

